

Treasury Documentation**Subject:** Training, Work-Related, Personal and Professional Development**For:** EMPLOYEE HANDBOOK**Also See:** BT-03046; ET-03160

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	Policy
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Training and Development Services

The Department of Treasury is committed to delivering quality training and development services to all staff to:

- Maintain and enhance the quality of service in all areas.
- Help employees improve job performance.
- Enable employees to adapt to meet the changing requirements of the Department.
- Prepare employees for future roles through career and professional development.
- Maintain a knowledgeable and effective work force.

The Department will:

- Regularly and actively take steps to identify job-related training and development needs through the use of evaluative tools and job analysis.
- Provide staff with opportunities to participate in training and development activities within and external to the Department that enhance their performance and the quality of service rendered in their job function.
- Fully evaluate the benefits and effectiveness of investments in training and development activities.
- Ensure that managers and supervisors routinely review job duties as well as competencies and skills necessary for success on the job in order to identify relevant training opportunities.
- Ensure that managers and supervisors evaluate and assess training needs within their areas of responsibility.
- Promote discretionary job-related training to maintain a productive work force. The amount of training needed to remain proficient and productive may vary by classification and level, but 40 hours per fiscal year is a reasonable minimum amount for most positions.

Employees will be expected to:

- Take initiative to improve their skills.
- Cooperate and participate, when appropriate, in activities and processes designed to identify training needs.

- Attend and fully participate in any activity which has been identified as relevant to their development.
- Actively put into practice the new skills and knowledge gained through training and development opportunities and participate in any evaluation of the impact that training has had on performance.

Types of Training/Development

Training options within the Department are categorized as competency-based, management development and self-initiated personal or professional development.

Competency-Based Training

Competency-based training is designed to provide employees with the skills and knowledge necessary to be successful on the job and is based on the competencies identified by Civil Service for groups 1 through 4. Competency-based training may include technical and knowledge-based skills specific to the job. Generally, task-specific training will be provided on the job.

Competency-based training classes are available through Human Resources (HR) Training, Civil Service and QuickKnowledge (Civil Service's e-learning site). Contact HR Training for additional information.

Employees must complete form 3596 REQUEST FOR EMPLOYEE DEVELOPMENT and submit it to HR Training with required signatures within a reasonable time before the starting date of the course or training.

Management Development Program

The Management Development Program is a series of classes designed by HR Training to provide information and tools to supervisors and managers on topics related to supervision and enhancing leadership skills. Refer to the HR Training Web site for available classes.

Since this program specifically targets the development of supervisory skills, first consideration will be given to managers and supervisors. However, employees who aspire to and qualify for supervisor and manager positions may request this training and, as space permits, will be given the opportunity to attend.

Employees must complete form 3596 and submit it to HR Training with required signatures within a reasonable time before the starting date of the course or training.

Self-Initiated Development

The employee initiates training under this option. Professional development includes seminars, workshops, conferences, continuing education (for a professional license or certification) and other similar opportunities. College credit courses do not qualify under this option.

Employees must complete form 3596 and submit it to HR Training with required signatures within a reasonable time before the starting date of the course or training.

Requests will be evaluated by the employee's immediate supervisor and administrator utilizing the following criteria:

- Quality of content
- Cost
- Organizational needs
- Employee performance.

Requests that are approved will be 100% funded by the Department. Upon completion of the course or training, the employee is required to complete form 3860 TRAINING EVALUATION signed by the immediate supervisor and administrator/director and forwarded to HR Training to be retained in employee's training file.

For information regarding tuition reimbursement, see Policy ET-03160 in the Employee Handbook and on Treasury's Intranet.

Acknowledgment/Acceptance of Training Request

Upon receipt of completed and approved 3596, HR Training will acknowledge receipt of the request and/or confirm acceptance of employee into the class within 48 hours. HR Training will send confirmation to the employee and to the training liaison for the employee's area. **(The employee should advise his/her supervisor of the confirmation.)**

Cancellation of Training

It is the employee's responsibility to notify both the immediate supervisor and HR Training to cancel or reschedule approved training, including self-initiated training. Notice must be given within a reasonable time before the registration deadline to prevent the requesting area from being charged.

In all cases, HR Training should be notified of changes to an employee's enrollment status.

In the case of emergency on the day of class (e.g., illness) and/or if no substitute is found, the work area will remain liable for the cost of the class. The respective administrator and bureau director will be notified if an employee does not show up for a scheduled class or attends a class for which he/she was not registered.

Relationship to Labor Contracts

Some collective bargaining agreements contain specific provisions related to training for employees covered by those contracts. This Policy is intended to clarify and supplement the collective bargaining agreements, not to replace, amend, modify or conflict with them. If any portion of this Policy is determined to be in conflict with a labor agreement, that portion of the Policy will not apply to employees covered by that agreement. The portions of this Policy not in conflict shall remain applicable.

Competencies

The list on page 5 is a summary of the competencies by group as identified by Civil Service. For the most recent list, visit the Civil Service Web site. All development opportunities identified must be related to the job, with the expectation that improving behaviors associated with a specific competency will improve job performance or teamwork in the work area.

Statewide Validated Competencies by Group

Competency	Group					
		1	2	3 ¹	3 ²	4/SES
Adaptability		X	X	X	X	X
Aligning Performance for Success				X	X	X
Applied Learning		X				
Building Customer Loyalty		X				
Building Partnerships					X	X
Building Strategic Working Relationships or Interpersonal Skills		X	X			
Building Trust (Integrity and Honesty)		X	X	X	X	X
Coaching			X	X		
Communication		X	X	X	X	X
Continuous Learning			X			
Contributing to Team Success		X	X			
Customer Focus			X	X	X	X
Decision Making		X	X	X	X	X
Delegating Responsibility				X	X	X
Developing a Successful Team				X	X	X
Facilitating Change					X	X
Follow-up			X			
Impact		X				
Initiating Action		X	X			
Innovation		X	X		X	X
Leading Through Vision and Values						X
Managing Conflict				X	X	
Managing Work		X				
Planning and Organizing			X	X	X	X
Quality Orientation		X				
Safety Awareness		X		X		
Strategic Planning						X
Stress Tolerance		X		X		
Technical/Professional/Job Knowledge		X	X	X	X	X
Work Standards			X	X		

3¹ = Group 3 Supervisors

3² = Group 3 Managers

End